annual report 1983

84- 3017 /

nova scotia civil service commission

annual report 1983

To His Honour,

The Honourable Alan R. Abraham, C.D.
Lieutenant-Governor of Nova Scotia

May It Please Your Honour:

I have the honour to submit herewith the Report of the Nova Scotia Civil Service Commission for the year ending March 31, 1983.

I have the honour to be, Sir,

Your obedient servant,

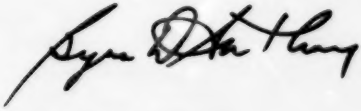
Ronald S. Russell
Minister in charge of administration
of the Civil Service Act

Halifax, Nova Scotia
April 1, 1983

The Honourable Ronald S. Russell
Minister in charge of administration
of the Civil Service Act
Province of Nova Scotia

Sir:

In conformity with the provisions of Section 5, subsection (j), of the Civil Service Act, Chapter 3, Revised Statutes of Nova Scotia, 1980, I have the honour to submit herewith the Report of the proceedings and work of the Civil Service Commission from April 1, 1982, to March 31, 1983.



Byron D. Anthony
Deputy Minister
Civil Service Commission

Halifax, Nova Scotia
April 1, 1983

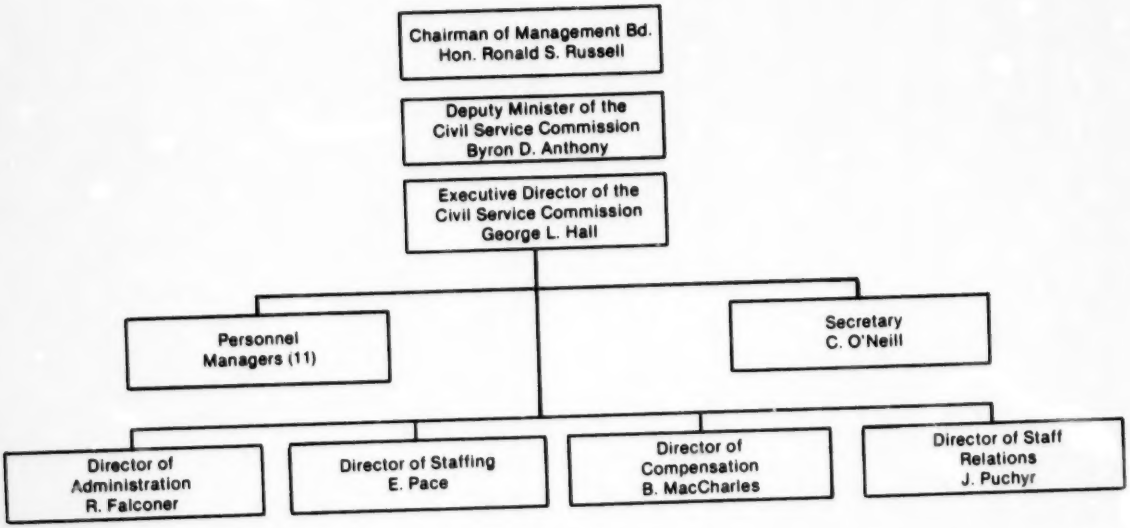
INTRODUCTION

Each year, the Nova Scotia Civil Service Commission is required, pursuant to Section 5(j) of the Civil Service Act, to present, through the Minister to whom the Civil Service Commission reports, to the House of Assembly a report upon the performance and operation of the commission for the preceding fiscal year.

The mission of the Civil Service Commission and its staff is to provide corporate personnel policies, programs, and services throughout the Nova Scotia public service. When combined with effective leadership and management by all agencies of government, the result is intended to provide an effective and efficient work force committed to implementation of government policies and programs.

Each year, the Commission deals with the management of ongoing and new issues in the personnel administration field. Compensation, collective bargaining, human resources and executive development, performance appraisal, and job evaluation and classification are examples of both types of issues.

This report will contain comments on and a summary of the activities and programs of the divisions of the Civil Service Commission for the fiscal year 1982-83.


Chairman of Management Bd.
Hon. Ronald S. Russell
Deputy Minister of the
Civil Service Commission
Byron D. Anthony
Executive Director of the
Civil Service Commission
George L. Hall
Personnel
Managers (11)
Secretary
C. O'Neill
Director of
Administration
R. Falconer
Director of Staffing
E. Pace
Director of
Compensation
B. MacCharles
Director of Staff
Relations
J. Puchyr

STAFFING DIVISION — ANNUAL REPORT
April 1982-March 1983

During the past year, the Staffing Division continued a broad range of programs and activities aimed at providing quality personnel and employment services to the departments and agencies of government, to employees, and to the public. Services and activities of the division were centered around four main program areas:

— staffing;
— affirmative action;
— employment services;
— human resource development.

Both the recession affecting the provincial economy and decisions by government to implement tighter public service expenditure restraint had direct impacts on the programs and activities of the Staffing Division. In brief, these were:

— a temporary hiring moratorium in the summer and early fall of 1982;

— the identification of 130 positions as being filled on a Present Incumbent Only basis and resulting efforts to effect transfers of the incumbents;

— fewer vacancies;

— an increased number of applicants;

— layoff or termination of 35 employees of the Department of Education and resulting efforts to effect transfers and placement of the employees affected;

— an increased emphasis on filling vacancies from within the civil service so as to broaden the opportunity to curb personnel-related expenditures through attrition.

Staffing Division continued to provide the following staffing and employment services to departments, employees, and the public:

Departmental Services

— recruiting, screening, and referral of qualified candidates for civil service vacancies;

— salary determination;

— participation on departmental interview boards;

— consultation on personnel policy particularly related to employment, staffing, and affirmative action;

— liaison and consultation with departments regarding implementation of government's affirmative action policy;

— provision of training for managers regarding staffing procedures and techniques.

General Services

— provision of employment information, counselling, and assistance to employees and the public;

— participation in career days at high schools and universities;

— liaison with and visits to several Nova Scotia universities for particular recruitment needs;

— placement of students on work experience programs;

— clerical skills testing;

— summer employment;

— efforts to assist visible minorities, women, and handicapped persons to achieve equal opportunity in employment.

Activity Report

During the year, a total of 809 appointments were made to and within the civil service under the authority of the Civil Service Act.

The Staffing Division encountered few difficulties in recruiting qualified candidates. Two hundred and eighteen appointments involved employee promotion, demotion, and transfer; the remaining 591 appointments were new appointments to the civil service.

Twenty-eight positions were advertised in the media, approximately one quarter of the number of positions advertised in 1981-82. Most positions advertised in the media were advertised on a provincial basis only, with 11 positions receiving regional or national publicity.

Recruitment for 96.2% of the positions was accomplished through:

— civil service vacancy publicity in a weekly Employment Opportunities Bulletin;

— review and screening of application forms in our transfer inventory and in general application inventories;

— directed recruiting activity of the five staffing officers of the Staffing Division.

Staffing officers participated on 60 selection boards during the past year.

Some 17,800 applications were received during the year. A total of 3,300 employment interviews were conducted, with an increasing number of requests being received from employees and the public to provide counselling and advice on preparing for job interviews, completing resumes and applications, and conducting oneself during an interview. The Staffing Division attempted to address this emerging need through the employment services officer and a staffing officer assigned to provide employment counselling and advice. Approximately 400 employee contacts and interviews of this nature were recorded during the year. Efforts were also made during the year to identify community resources available to assist in employment and career counselling, and several referrals to other agencies and organizations which specialize in various facets of employment counselling were made.

Specific employment services activities of the Staffing Division which took place during the year are itemized below.

Career Day Participation

Saint Mary's University
Dalhousie University
Gaetz Brook Junior High School
Nova Scotia Teachers College
B.C. Silver Junior High School
North Colchester Rural High School
North Queen's Rural High School
Dartmouth High School

Employment Opportunity Presentations to Students

A.V.T.C. Portland Place
Halifax Board of Trade Youth Project
A.V.T.C. Middleton
A.V.T.C. Dartmouth
Job Readiness Training Program (Bridgewater)
Annapolis Regional Vocational School
Career E loration for Women (Guysborough, Sheet Harbour, Musquodoboit Harbour, Dartmouth Regional Vocational School, Windsor Regional High School, Nova Scotia Institute of Technology)

University Recruitment

College of Cape Breton — Computer Programming Students
Acadia University — Computer Programming Students
Mount Saint Vincent University — Secretarial Students

Employment Briefings for Clerical Employees

Department of Education (2)
Department of Development (2)
Department of Municipal Affairs

Staffing for Managers Workshops

Management staff at N.S. Hospital
Two general workshops (35 participants)

AFFIRMATIVE ACTION

During the year, the Staffing Division continued efforts to effectively implement government's policy on affirmative action in the civil service.

The economic recession and government hiring policy resulted in a significant decline in the number of employment opportunities generally available and this had a direct impact on several affirmative action initiatives. Outreach recruitment activity was curtailed somewhat in comparison with recent years and much of the activity was focussed on ensuring that identified target applicants were properly considered for vacancies which did occur.

The need to revitalize the policy and program was identified as a major requirement, and during the latter portion of the year plans to meet with Deputy Ministers of all the departments to review the policy and its impact and to identify new avenues to achieve the policy goal of equality of opportunity for all employees and applicants were finalized. Meetings with management staff in all departments are planned to commence in the fall of 1983, and it is hoped this will further broaden the base of the affirmative action policy and program and enhance its potential for effectiveness.

The Staffing Division continued to liaise with several interested groups and organizations concerned with equal opportunity, and the Review Committee, which is comprised of representatives of some of the interest groups, the Human Rights Commission, and the Civil Service Commission, met on two occasions to review program activity and results.

Outreach community and school visits undertaken by Affirmative Action staff during the year included:

School Career Days — Participation

School	Visits
Graham Creighton Jr. High	2
Ross Road Jr. High	1
Prince Andrew High	1
Dartmouth High	1
St. Patrick's High	2
J.L. Ilsley High	1
Queen Elizabeth High	2
C.P. Allen High	1
Sackville High	1
TOTAL	12

Black Community Workshops

East Preston	1
Hammonds Plains	1
Truro	1
Cherry Brook	1
Kentville	1
Halifax (Library & Joseph Howe School)	2
TOTAL	7

Other Community Workshops

Employment of the Disadvantaged	1
Mic Mac Friendship Centre	2
Advisory Committee on the Disabled	1
TOTAL	4

Affirmative Action Meetings on Black Employment

Agency	Visits
Black United Front	1
Human Rights Commission	1
Coast Guard Canada	2
C.E.I.C.	2
Public Service Commission	2
TOTAL	8

SALARY DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
DECEMBER 1982

	NUMBER		PERCENTAGE	
	Men	Women	Men	Women
Below $15,000	293	1400	17	83
$15,000 - $20,000	763	1788	30	70
$20,000 - $30,000	1918	1963	49	51
$30,000 - $40,000	860	217	80	20
$40,000 - $50,000	344	47	88	12
$50,000 plus	81	14	85	15

CIVIL SERVICE REPRESENTATION
BLACKS, NATIVE INDIANS, DISABLED PERSONS
DECEMBER 1982

	Blacks	Native Indians	Disabled Persons
1978	179	3	—
1979	179	6	34
1980	187	7	35
1981	196	6	36
1982	195	5	47

OCCUPATIONAL DISTRIBUTION BY SEX
NOVA SCOTIA CIVIL SERVICE
DECEMBER 1982

	December 1982		Women as % of Total Category			
	Men	Women				
	No.	No.	1981	1980	1979	1978
Clerical	193	2,011	91	90	90	90
Administrative Support	11	299	97	96	96	96
Dental	6	0	0	0	0	0
Education "A"	135	40	22	23	24	28
Education "B"	205	49	23	19	20	19
Management Compensation Plan	978	317	24	—	—	—
Technical	1,231	280	18	18	18	17
Professional	693	263	27	25	24	24
Medical Services	29	5	15	15	20	14
Maintenance and Operational Services	369	2	.5	2	1	1
Services	122	273	69	70	70	70
Health Services "N" Nursing	25	1,177	—	—	—	—
Health Services "B" Technical	86	371	81	81	82	83
Health Services "A"	152	342	69	89	88	89
Pathologists	11	5	31	28	22	17

HUMAN RESOURCE DEVELOPMENT

Introduction

During 1982–83, the Human Resource Development section of the Civil Service Commission has continued to provide programs and services which are designed to ensure that employees of the Nova Scotia government receive the training required to enable them to effectively serve the public and the government. These services are delivered under the following program areas:

— the Staff Training and Development Program, which provides in-service training courses of a nontechnical nature to meet service-wide training needs;

— the Educational Leave Program;

— Consultative Services, which provides consultative assistance in training and organization development upon request to meet the needs of individual departments.

Staff Training and Development

Overview

As indicated in the Summary of Staff Training and Development Programs below, 30 courses were conducted during 1982-83, involving a total of 505 participants and 1,942 employee-training days.

New training courses

Two new training courses were introduced during 1982-83 in response to needs identified by government departments through a survey of training needs which was conducted earlier in the year. These courses are:

— **Introduction to Computers and Data Processing**, which is designed to provide managers or staff personnel who are end users of data processing systems, or who anticipate future applications of computerized systems in their operations, with a basic understanding of data processing concepts and methods and of the application of data processing systems in

the workplace

— the **"Heart Saver" (Citizen CPR) course**, which is designed to train employees in the application of cardiopulmonary resuscitation techniques, which are frequently critical in saving the lives of heart attack victims.

In addition, an 11-module Management Development Program and a ten-module Supervisory Development Program were designed during 1982-83, with implementation scheduled to begin in the fall of 1983. Course content for these programs was developed in consultation with senior managers throughout the civil service and relates both to general managerial competencies and to aspects of management which are unique to the Nova Scotia government context. Internal management resources will be utilized to the greatest extent possible in the delivery of the programs, supplemented as required with subject-matter expertise drawn from the academic and private sectors.

Educational Leave Program

The Human Resource Development Section administers the Government of Nova Scotia Educational Leave policy, which is designed to enable departments to meet their requirements for those skills which can be most effectively and economically acquired by means of educational leave.

Forty-three applications for educational leave were approved during 1982–83. This represents a decrease of 16% from the 51 educational leaves granted during the previous year.

The greatest number of educational leaves (63%) were granted for the purpose of the professional development of Health Services staff through in-service training programs conducted by the Victorial General and Nova Scotia Hospitals. In addition, nine leaves (21%) to attend graduate university programs and five leaves (12%) to attend undergraduate university programs were approved. Of the remaining two leaves, one was for the purpose of attending a management development program and the other was for the purpose of attending a technical training program.

Educational leave may be granted with full pay, partial pay,

or without pay, depending upon the degree to which the training is considered essential to the department's objectives. During 1982-83, the distribution of educational leaves was as follows:

— full pay	77%
— partial pay	7%
— without pay	16%

Consultative Services

The staff of the Human Resource Development Section has assisted other civil service departments on a consultative basis in the areas:

— identification of training needs

— design and evaluation of training and organization development programs

— design and implementation of performance appraisal systems.

It is anticipated that this consultative service will be expanded significantly during the next year, with particular emphasis on the areas of performance appraisal and management development.

SUMMARY OF STAFF TRAINING AND DEVELOPMENT PROGRAMS
April 1, 1982 to March 31, 1983

Course	No. of Offerings	No. of Participants	M*	F**
Management and Supervisory Skills				
Supervisory Skills	2	32	18	14
Management Development Seminar	1	21	15	6
Managing Management Time	1	13	12	1
Staffing for Managers	2	30	17	13
Alcoholism & Drug Dependency	1	11	9	2
Introduction to Computers & Data Processing	2	54	39	15
Performance Appraisal	1	26	10	16
Communication Skills				
Writing Effective Letters & Reports	2	32	26	6
Advanced Report Writing	1	9	5	4
Clerical/Secretarial				
Development Workshop for Support Staff	1	12		12
Effective Telephone Communication	5	102	12	90
Professional Development for Secretaries	3	24		24
Career Planning	1	17	2	15
Employee Health & Safety				
Emergency First Aid	2	28	14	14
Heart Saver (Citizen CPR)	1	17	9	8

SUMMARY OF STAFF TRAINING AND DEVELOPMENT PROGRAMS April 1, 1982 to March 31, 1983 Continued

Course	No. of Offerings	No. of Participants	M*	F**
Other				
Evidence Giving and Court Procedures	2	38	31	7
Pre-Retirement Planning	2	39	31	8
TOTAL	30	505	250	255

*Male
**Female

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT April 1, 1982 to March 31, 1983

Department or Agency	Educational Leaves	In-Service Training
Advisory Council on the Status of Women		1
Agriculture & Marketing	2	12
Auditor General		3
Attorney General		4
Board of Commissioners of Public Utilities		1
Civil Service Commission		8
Consumer Affairs		5
Culture, Recreation & Fitness		9
Development		11
Education	1	17
Environment		14
Finance		17
Fisheries		5

DISTRIBUTION OF PARTICIPANTS IN HUMAN RESOURCE DEVELOPMENT ACTIVITIES BY DEPARTMENT
April 1, 1982 to March 31, 1983 Continued

Department or Agency	Educational Leaves	In-Service Training
Government Services		2
Health	2	46
Labour & Manpower		8
Lands & Forests		11
Legislative Library		1
Mines & Energy		9
Municipal Affairs		19
N.S. Commission on Drug Dependency	1	4
N.S. Housing Commission		22
N.S. Purchasing		1
N.S. Research Foundation		2
N.S. Hospital	4	60
Office of the Speaker		1
Ombudsman's Office		1
Provincial Tax Commission		22
Social Services	1	19
Tourism		3
Transportation	1	128
V.G. Hospital	31	24
Non Civil Servants attending Courses	N/A	14
TOTAL	43	505

Co-operative Education Program

Background

The Civil Service Commission's Co-operative Education Program was initiated in January 1981 to assist Nova Scotia government departments and agencies to provide career-related work experience opportunities for students enrolled in a number of co-operative education programs recently established by Nova Scotia universities.

The unique feature of these programs is that students spend alternate semesters in the classroom and on the job, thereby acquiring both academic and practical training. By the time the students graduate, they have already accumulated considerable practical experience and are therefore of greater value to prospective employers.

The co-operative, or co-op, education model also creates linkages between the universities and business and industry, with mutually beneficial impacts on personnel recruitment, information exchange on the "state of the art", and more relevant academic course content.

Program Utilization

During 1982-83, a total of 25 co-op positions of four months in duration were created in 15 Nova Scotia government departments and agencies. The students employed represented four Nova Scotia universities — Mount Saint Vincent, Dalhousie, the Technical University of Nova Scotia, and Acadia. The co-op students that were in greatest demand by government departments were those enrolled in Business Administration and Computer Science.

The departments' demand for co-op positions has consistently exceeded the program's resources during each year since its introduction. The 25 co-op positions created in 1982-83 represented only 38% of the 65 positions requested by departments under the program.

TABLE 1
DISTRIBUTION OF CO-OP STUDENT POSITIONS
BY DEPT./AGENCY

Department Agency	No.	%
Consumer Affairs	2	8.0
Culture, Recreation & Fitness	1	4.0
Development	3	12.0
Environment	1	4.0
Fisheries	1	4.0
Government Services	3	12.0
Health	2	8.0
Labour & Manpower	1	4.0
Lands & Forests	2	8.0
Mines and Energy	1	4.0
Nova Scotia Hospital	2	8.0
Nova Scotia Research Foundation	2	8.0
Social Services	1	4.0
Tourism	1	4.0
Victoria General Hospital	2	8.0
TOTAL	25	100.0

TABLE 2
DISTRIBUTION OF CO-OP STUDENTS
BY COURSE OF STUDY

Course of Study	No.	%
Business Administration	7	28.0
Chemistry	4	16.0
Computer Science	6	24.0
Food Science	1	4.0
Metallurgical Engineering	1	4.0
Public Administration	2	8.0
Public Relations	4	16.0
TOTAL	25	100.0

TABLE 3
DISTRIBUTION OF CO-OP STUDENTS BY EDUCATIONAL INSTITUTION

Educational Institution	No.	%
Acadia	4	16.0
Dalhousie	8	32.0
Mount Saint Vincent	12	48.0
Technical University of Nova Scotia	1	4.0
TOTAL	25	100.0

DIVISION OF STAFF RELATIONS
ANNUAL REPORT
FOR THE YEAR ENDING MARCH 31, 1983

The Staff Relations Division provides a wide range of collective bargaining and labour relations services throughout the government service, including the Civil Service Commission and a broadly defined Public Service, which includes hospitals and school teachers. In addition to direct participation in the collective bargaining process, the division advises and consults with departments on all labour relations matters, including contract interpretation and grievance administration, discipline and discharge matters, joint labour-management consultation, and management labour relations training.

Collective Bargaining

Civil Service Bargaining

During the year in review, seven of the nine collective agreements between the government and the Government Employees Union expired and were scheduled for renegotiation. Negotiations concerning the remaining two agreements, the expiry dates of which were April 2, 1983, were also slated to begin during the fiscal year.

In keeping with the government's wage restraint policy, which it announced on September 15, 1982, the division served notice on the Government Employees Union signifying its intention to negotiate changes to each of the nine civil service collective agreements. The union failed to respond to our notice, which was made on October 18, 1982, until mid-December, and serious collective bargaining was delayed until February 18, 1983.

After several around-the-clock bargaining sessions, a Memorandum of Agreement between the government and the union was signed on February 25, 1983, three days before the February 28th deadline contained in the government's wage restraint policy. The Memorandum of Agreement, which was subsequently ratified by the union's membership, provided for an across-the-board increase of $51.15 every two weeks for each of the 8,000 civil servants covered by the nine collective agreements, as well as providing for a "re-employment list" for

laid-off employees and the conversion of "casual employees" with two years of continuous service to civil servant status.

A second set of negotiations with the Government Employees Union, which lasted for several months, led to the conclusion of an agreement covering remuneration to employees who use their private automobiles on government business. The agreement, which is effective from July 1, 1982, provided the following rates:

0–16.093 kilometers	23.1 cents per km.
16,094–24,140 kilometers	21.3 cents per km.
Over 24,140 kilometers	14.2 cents per km.

Highway Workers' Bargaining

The division was also involved in negotiations with the Canadian Union of Public Employees, which represented highway workers employed by the Department of Transportation. Negotiations at this collective bargaining table resulted in a settlement with the union which gave each of the employees covered by the agreement an across-the-board increase of six percent with no additional monetary changes, in keeping with the government's wage restraint policy.

Teachers' Bargaining

Negotiations between the Minister of Education, whose bargaining team included staff from the division, and the Teachers' Union resulted in a collective agreement which gave 11,500 teachers in the province an across-the-board increase of six percent. While the monetary aspect of negotiations was concluded very early in the bargaining process as a result of the government's wage restraint policy, a number of highly contentious issues relating to staffing led to protracted negotiations.

Grievances and Adjudication

On a day-to-day basis, staff in the division respond to numerous requests for labour relations advice and interpretation of the various collective agreement articles that cause problems for management in the civil service. It is indeed a tribute to labour relations experience and knowledge that, during the fiscal year

under review, only eleven grievances were referred to adjudication. Included in that number were two challenges of earlier adjudication decisions which had been referred to the Nova Scotia Supreme Court. In these latter cases, division staff argued, successfully as it turned out, that the adjudicator had erred by considering issues which had not been referred to him.

At year end, the division was awaiting the adjudicator's decision on two adjudication cases which had been initiated prior to March 31. One of the frustrations faced by not only the staff of the division, but the employees and their union is the small number of available adjudicators in this province. At times this has led to lengthy delays in the hearing of adjudication cases.

Management Education

The efforts of the division's staff in the area of mangement labour relations education continue to receive enthusiastic support. It is largely as a result of this effort that we have noticed a marked decline in the number of matters that must be settled at the grievance procedure level. Departmental managers who have attended our labour relations workshops tend to be more certain of their management rights and this has led to a more positive labour relations climate in our dealings with the Government Employees Union.

OFFICE SERVICES SECTION

During the past year, the Office Services Section continued to offer specific services to all departments, boards, commissions, and agencies of the provincial government, including information on government policies, on the proper completion of Civil Service Commission forms, and on procedures to be followed in order to implement various transactions. To provide this on going service, constant telephone contact with all departments of government is required daily. Approximately 24,000 transactions were processed through the section over the course of 1982-83 including appointments, separations, reclassifications, changes of status, transfers, leaves, negotiated increases, periodic pay reviews, changes of job titles, extensions, increments, suspension, changes of account numbers and position numbers, and allowances and deductions. About 80 percent of these transactions required that employees be notified by letter.

The Computer-Based Personnel Administration and Information System, which contains the records of all civil servants, continues to be upgraded by deleting old programs which have never been utilized, streamlining the other programs, and introducing new programs. The system is maintained for the implementation of increments, periodic pay reviews, and collective agreement increases, as well as for numerous other employee statistics.

Approximately 369 injuries which civil servants and order-in-council appointees suffered while on duty were processed throught the section to the Worker's Compensation Board.

Two Annual Long-Service Award Presentation Ceremonies were held at Government House on October 15, 1982, respectively. Sixty-one public servants who represented 14 departments of government and who had completed 25 years of service with the Province of Nova Scotia were presented with citations and awards by His Honour, Lieutenant-Governor John E. Shaffner, who was assisted by Mr. George L. Hall, Executive Director of the Civil Service Commission.

RECIPIENTS OF LONG-SERVICE AWARD BY DEPARTMENT

AGRICULTURE & MARKETING
Stewart C. Hoare
Austin Lindsay
Max A. Ogden

ATTORNEY GENERAL
Ronald A. MacDonald
Anne A. Stuart

EDUCATION
David B. Coldwell
William W. Fraser
Joan M. Riley

FINANCE (Prov. Tax Comm.)
Rupert S. Hubley

FISHERIES
George W. Baird

GOVERNMENT SERVICES
Gerald D. Little

HEALTH
Florence M. MacInnis

MINES AND ENERGY
Raymond J. Webster

LANDS & FORESTS
Gordon E. Mailman
Donald R. Hurst
Eric H. Crowell
Arthur S. MacKay
Harold I. Durling
Harold D. MacPhee
Robert M. Kelly

N.S. COMMISSION ON DRUG DEPENDENCY
Theresa MacMaster

NOVA SCOTIA HOSPITAL
Ellie Short
Joan Clancey

SOCIAL SERVICES
Charles E. Holmes
Lloyd C. Lewis
Bertha J. MacDonald
George E. Richards
Robert J. Steele
John F. Thorburne
Harold W. Turner

TRANSPORTATION
Phillip A. Collins
John A. Dunbar
Douglas George
Cecil E. Hattie
David E. Jones
Walter S. Laurence
Archibald M. McCallum
Robert A. MacLeod
Donald O. Ripley
Percy A. Wright
Luigi L. Centa
William R. Hall
Ronald V. Hickey
Donal A. Scarfe
John Sullivan
Jerzy Wysocki
Wendell A. Zwicker

VICTORIA GENERAL HOSPITAL
John A. MacDonald
Joseph M. Bourque
Charlotte Harvie
M. Catherine O'Leary
Paul C. Duggan
Evelyn A. Young
Vera M. Gabura
Gladys M. Howe
Dolly MacKenzie
Lauchlin J. MacLean
Harold W. Bruhm
Leo J. LaRade
Bertram F. Dibbon
Margaret T. Gillis

DIVISION OF COMPENSATION

Management Compensation

The previous annual report gave notice that a new classification system for managerial positions within the Civil Service Commission was implemented in 1981. As part of that system of classification, a performance pay process was introduced and implemented for the first time in April, 1982.

Overall guidelines and parameters were provided by the commission to all departments, whereby performance pay was determined on the basis of employee performance as measured against key job responsibilities. As an ongoing part of this process, a continuing program of management training in performance-appraisal skills has been introduced.

The maintenance of bench mark position classification relativities is a function assigned to a committee of Deputy Ministers. During 1982-83 this committee met on eight occasions and reviewed and evaluated four new positions. In addition, requests for the revision of existing positions were reviewed by the committee; three of these were revised upward and six remained unchanged.

In the case of the three non-benchmark subcommittees, Committee "A" met five times, with nine positions being considered. Of these, eight were new positions and one was a revised position. The deliberations on the revised position resulted in no change in the evaluation.

Committee "B" met three times, with four positions being considered. Of these, three were new positions and one was a revised position. The discussion on the revised position resulted in no change in the evaluation. Committee "C" met once, with one new position being established.

The Division of Compensation would like to acknowledge the co-operation of the Deputy Ministers and departmental representatives who participate with us in this process which is so critical to the ongoing maintenance of the system.

As a result of our compensation surveys and general market data, a general salary policy adjustment was provided to the

Management Compensation Pay Plan. The details of this adjustment can be found in Table VIII, which provides a summary of adjustments for non-bargaining pay plans.

Position Evaluation — Bargaining Unit and Non-Bargaining Positions (Other than MCP)

In 1982-83 the division of Compensation maintained its activity in the area of position classification. In a service as functionally and geographically diversified as the civil service, there is an ongoing need for additional skills of both a general and a specialized nature. Thus, the division reviewed a number of requests to recognize these changes in the level of job requirements. During this year, the division considered the following positions:

38 — positions classified under the Civil Service Classification and Pay Plans were reviewed and reassigned to higher classes as a result of significant changes in the nature and extent of duties and responsibilities;

66 — positions were established and classified to accommodate expanding government services;

5 — positions were deleted following the reorganization of the departmental establishment and the re-assignment of the duties and responsibilities of these positions to newly established or revised positions;

1,106 — persons were reclassified because of promotion to more responsible positions and/or as a result of the upgrading of their qualifications;

803 — Management Board requests for additional and replacement positions were processed and reports were sent by the division.

As a result of this year's contract negotiations with the Nova Scotia Government Employees Union, the division must complete a total review of the classification system currently in place for bargaining unit employees and establish a classification appeal process. This study will cover approximately 2,500 positions

occupied by approximately 8,000 employees and must be completed by February, 1985.

Benefits

This aspect of the total compensation package has, in the past number of years, become of greater concern to employees and employers. To this end, we monitor the level of benefits and working conditions available to non-bargaining employees in order to ensure that they are in line with those available in various collective agreements within the civil service and in other organizations with whom the province might be in competition for resources.

During this year, further progress was made in the development of a long-term disability and income continuance plan, although a plan has not yet been implemented. This is, however, of high priority and we will be placing a concentrated effort on this matter in 1983.

Compensation Research

The Division of Compensation maintains an active program of compensation research to support the Civil Service Commission's collective bargaining, management compensation, and classification functions. As the central compensation authority for the provincial government, we continue to be called upon by a number of private and public organizations for information about the salary levels and benefits available to civil servants. In addition, because of the size and diversity of the civil service and the expertise that we have acquired in the area of compensation, we are often requested to provide advice and assistance to other government and quasi-government institutions and agencies which are not part of the regular civil service.

Committees

The staff of the Division of Compensation participated in the following committees:

— the Joint Salary Committee of the Department of Health and

the Nova Scotia Association of Health Organizations;

— the committee charged with the responsibility of reviewing benefits;

— the Staff Advisory Committee;

— various collective bargaining committees;

— committees which are charged with the responsibility of evaluating and classifying all positions under the new management compensation system.

Staff Training and Development

The staff of the Division of Compensation participated in various training programs. These programs afforded the staff skills with which they can provide a wide range of services to various departments of government.

These courses varied in length and subject matter, and approval to participate in them was based on our desire to maximize the benefits of training within a limited training budget.

CIVIL SERVICE COMMISSION
TABLE 1

Number of temporary summer employment, temporary, term and probationary and permanent appointments to the Civil Service by department during the fiscal year 1982-83.

Department	Temporary Summer Employment	Temporary	Term	Probationary Permanent	Total
Agriculture & Marketing					
Field Service	—	—	—	6	6
Agricultural College	19	—	—	11	30
Attorney General	—	—	—	6	6
Consumer Affairs	—	—	2	1	3
Culture, Recreation & Fitness	—	—	—	3	3
Development	—	—	—	9	9
Education					
General	—	—	22	5	7
N.S. Teachers College	—	—	—	1	1
N.S. Institute of Technology	—	—	3	4	7
N.S. Land Survey Institute	—	—	2	—	2
N.S. Nautical Institute	—	—	2	—	2
Adult Vocational Training Centre	—	—	—	1	1
N.S. Museum	—	—	—	1	1
Environment					
Environment	—	—	—	2	2
Emergency Measures Organization	21	—	—	—	21
Finance					
Head Office	1	—	—	4	5
Provincial Tax Commission	—	—	—	10	10

CIVIL SERVICE COMMISSION
TABLE 1 Continued

Department	Temporary Summer Employment	Temporary	Term	Probationary Permanent	Total
Fisheries	11	—	—	5	16
Government Services					
Finance & Administration	5	—	—	—	5
Systems & Computer Services	4	—	—	10	14
Information Services	3	—	—	2	5
Construction & Accommodation	—	—	—	1	1
Policy & Planning	—	—	—	—	—
Health					
Health General	17	—	—	16	33
Victoria General Hospital	1	28	1	295	325
Nova Scotia Hospital	—	1	—	97	98
N.S.C.D.D.	—	—	—	6	6
Labour & Manpower	2	—	—	4	6
Lands & Forests	6	—	—	2	8
Mines & Energy	34	—	2	7	43
Municipal Affairs	—	—	—	4	4
Public Service					
Legislative Expenses	—	—	—	—	—
Executive Council Office	—	—	—	2	2
Civil Service Commission	—	—	—	15	15
Salvage Yards Licensing Act	—	—	—	—	—
Gasoline Licensing Act	—	—	—	—	—
Management Board	—	—	—	—	—
Ministers' Salaries & Expenses	—	—	—	1	1
Office of the Premier	—	—	—	—	—
Government House Administration	—	—	—	1	1
Election	—	—	—	—	—
Protocol Office	—	—	—	—	—

CIVIL SERVICE COMMISSION
TABLE 1 Continued

Department	Temporary Summer Employment	Temporary	Term	Probationary Permanent	Total
Auditor General	—	—	4	1	5
Education Funds for Black Students	—	—	—	—	—
Purchasing Agency	—	—	—	—	—
Human Rights Commission	—	—	—	—	—
N.S. Horse Racing Commission	—	—	—	—	—
Ombudsman's Office	—	—	—	—	—
N.S. Lottery Commission	—	—	—	—	—
N.S. Police Commission	—	—	—	—	—
Motor Carrier Act	—	—	—	—	—
Expropriation Compensation Board	—	—	—	—	—
Intergovernmental Affairs	—	—	—	—	—
Legislative Council	—	—	—	—	—
Office of the Speaker	—	—	—	1	1
Advisory Council on the Status of Women	—	—	1	1	2
N.S. Housing Commission	2	—	—	3	5
Social Services	—	—	1	22	23
Tourism	—	—	—	1	1
Transportation	6	—	—	10	16
TOTALS	132	30	31	570	763

CIVIL SERVICE COMMISSION
TABLE 2

Number of temporary summer employment, temporary, term and probationary and permanent separations from the Civil Service by department during the fiscal year 1982-83.

Department	Temporary Summer Employment	Temporary	Term	Probationary Permanent	Total
Agriculture & Marketing					
Field Services	20	—	—	14	34
Agricultural College	—	—	—	9	9
Attorney General	—	—	3	12	15
Consumer Affairs	—	—	3	6	9
Culture, Recreation & Fitness	—	—	—	2	2
Development	—	—	2	7	9
Education					
General	—	—	2	13	15
N.S. Teachers College	—	—	—	5	5
N.S. Institute of Technology	—	—	5	4	9
N.S. Land Survey Institute	—	—	—	—	—
N.S. Nautical Institute	—	—	2	2	4
Adult Vocational Training Centre	—	1	12	3	16
N.S. Museum	—	—	2	—	2
Environment					
Environment	21	—	—	7	28
Emergency Measures Organization	—	—	—	1	1
Finance					
Head Office	1	—	—	7	8
Provincial Tax Commission	—	—	—	7	7
Fisheries	11	—	—	—	11

CIVIL SERVICE COMMISSION
TABLE 2 Continued

Department	Temporary Summer Employment	Temporary	Term	Probationary Permanent	Total
Government Services					
Finance & Administration	6	—	—	1	7
Systems & Computer Services	5	—	—	7	12
Information Services	—	—	—	—	—
Construction & Accommodation	—	—	—	—	—
Policy & Planning	—	—	—	2	2
Health					
Health General	16	—	1	43	60
Victoria General Hospital	—	27	4	281	312
Nova Scotia Hospital	—	—	—	85	85
N.S.C.D.D.	—	—	—	11	11
Labour & Manpower	2	—	—	9	11
Lands & Forests	6	—	5	15	26
Mines & Energy	34	—	—	6	40
Municipal Affairs	—	—	2	7	9
Public Service					
Legislative Expenses	—	—	—	—	—
Executive Council Office	—	—	—	1	1
Civil Service Commission	—	—	—	4	4
Salvage Yards Licensing Act	—	—	—	—	—
Gasoline Licensing Act	—	—	—	—	—
Management Board	—	—	—	—	—
Ministers' Salaries & Expenses	—	—	1	—	1
Office of the Premier	—	—	—	—	—
Government House Administration	—	—	—	—	—
Election	—	—	—	—	—
Protocol Office	—	—	—	—	—
Auditor General	—	—	3	2	5

CIVIL SERVICE COMMISSION
TABLE 2 Continued

Department	Temporary Summer Employment	Temporary	Term	Probationary Permanent	Total
Education Funds for Black Students	—	—	—	—	—
Purchasing Agency	—	—	—	—	—
Human Rights Commission	—	—	—	1	1
N.S. Horse Racing Commission	—	—	—	—	—
Ombudsman's Office	—	—	—	—	—
N.S. Lottery Commission	—	—	—	—	—
N.S. Police Commission	—	—	—	—	—
Motor Carrier Act	—	—	—	—	—
Expropriation Compensation Board	—	—	—	—	—
Intergovernmental Affairs	—	—	—	—	—
Legislative Council	—	—	—	—	—
Office of the Speaker	—	—	—	2	2
Advisory Council on the Status of Women	—	—	1	1	2
N.S. Housing Commission	3	—	2	6	11
Social Services	—	—	—	37	37
Tourism	—	—	1	9	10
Transportation	6	—	2	38	46
TOTALS	131	28	53	667	879

CIVIL SERVICE COMMISSION
TABLE III
APPOINTMENTS & SEPARATIONS BY STATUS
April 1, 1982 to March 31, 1983

Status	Appointments	Separations
Temporary — Summer	132	131
Temporary	30	28
Term	31	53
Probationary/Permanent	570	667
TOTAL	763	879

CIVIL SERVICE COMMISSION
TABLE IV

Reasons for separations of permanent, probationary, term, temporary, and temporary summer employees from the Civil Service during the fiscal year 1982-83.

Department	Permanent	Probationary	Term	Temporary	Temporary Summer	Total
Relocation	97	38	1	3	1	140
Marriage	5	2	—	—	—	7
Pregnancy	15	12	1	—	—	28
Continuing Further Education	34	21	6	1	—	62
Travel	2	2	—	—	—	4
Self-Employment	4	1	1	—	—	6
Working Environment	3	3	—	—	—	6
Conditions of Employment	5	1	1	—	—	7
Another Position	71	40	3	6	2	122
Left Without Notice	—	1	—	—	—	1
Unsuited for Position	4	8	7	—	—	19
Illness	17	7	—	—	—	24
Over 65	47	2	3	—	—	52
Deceased	15	2	1	—	—	18
Elective Retirement	66	4	4	—	—	74
Project Completed	—	—	—	—	—	—
Summer Employment	1	—	—	1	113	114
Term Employment	—	—	6	—	—	6
Temporary Employment	—	—	—	12	—	12
Appointment Cancelled	—	1	—	—	—	1
Personal	110	35	8	4	3	160
Miscellaneous	5	3	7	1	—	16
TOTAL	500	183	49	28	119	879

CIVIL SERVICE COMMISSION
TABLE V

Number of temporary, term, probationary and permanent Civil Service employees as of March 31, 1983.

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Agriculture & Marketing					
Field Service	—	1	212	213	
Agricultural College	—	2	148	150	363
Attorney General	—	2	374	376	376
Consumer Affairs	—	28	63	91	91
Culture, Recreation & Fitness	—	—	50	50	50
Development	—	3	144	147	147
Education					
General	3	45	264	312	
N.S. Teachers College	—	1	88	89	
N.S. Institute of Technology	—	15	115	130	
N.S. Land Survey Institute	—	—	21	21	
N.S. Nautical Institute	—	20	11	31	
Adult Vocational Training Centre	1	100	82	183	
N.S. Museum	—	9	63	72	838
Environment					
Environment	—	3	87	90	
Emergency Measures Organization	—	1	30	31	121
Finance					
Head Office	1	—	117	118	
Provincial Tax Commission	1	—	155	156	274
Fisheries	2	5	71	78	78
Government Services					
Finance & Administration	—	—	39	39	

CIVIL SERVICE COMMISSION
TABLE V Continued

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
Systems & Computer Services	1	—	149	150	
Information Services	3	—	50	53	
Construction & Accommodation	—	—	33	33	
Policy & Planning	—	—	4	4	279
Health					
Health General	6	7	511	524	
Victoria General Hospital	28	3	2,423	2,454	
Nova Scotia Hospital	1	1	711	713	
N.S.C.D.D.	—	—	163	163	3,854
Labour & Manpower	—	—	116	116	116
Lands & Forests	1	44	432	477	477
Mines & Energy	8	20	87	115	115
Municipal Affairs	—	19	241	260	260
Public Service					
Legislative Expenses	—	—	1	1	
Executive Council Office	—	—	14	14	
Civil Service Commission	—	1	58	59	
Salvage Yard Licensing Act	—	—	9	9	
Gasoline Licensing Act	—	—	8	8	
Management Board	—	—	15	15	
Ministers' Salaries & Expenses	—	—	1	1	
Office of the Premier	—	—	6	6	
Government House Administration	—	—	5	5	
Election	—	—	2	2	
Protocol Office	—	—	3	3	
Auditor General	—	9	21	30	
Education Fund for Black Students	—	—	1	1	
Purchasing Agency	—	—	21	21	
Human Rights Commission	—	—	21	21	

CIVIL SERVICE COMMISSION
TABLE V Continued

Department	Temporary	Term	Probationary Permanent	Division Total	Department Total
N.S. Horse Racing Commission	—	—	1	1	
Ombudsman's Office	—	—	3	3	
N.S. Lottery Commission	—	—	3	3	
N.S. Police Commission	—	—	5	5	
Motor Carrier Act	—	—	25	25	
Expropriation Compensation Board	—	—	1	1	
Intergovernmental Affairs	—	—	5	5	
Legislative Council	—	—	5	5	
Office of the Speaker	—	—	19	19	
Advisory Council on the Status of Women	—	—	2	2	
N.S. Housing Commission	2	41	116	157	422
Social Services	2	2	801	805	805
Tourism			66	66	66
Transportation	1	18	897	916	916
TOTALS	59	400	9,189	9,648	9,648

TABLE VI
EMPLOYEE STATISTICS BY DEPARTMENT
For the Period from April 1, 1982 to March 31, 1983

Department	Total Employees, April 1, 1982	Appointments	Separations	Total Employees, March 31, 1983
Agriculture & Marketing	370	36	43	363
Field Services	241	6	34	213
N.S. Agricultural College	129	30	9	150
Attorney General	385	6	15	376
Consumer Affairs	97	3	9	91
Culture, Recreation & Fitness	49	3	2	50
Development	147	9	9	147
Education	857	32	51	838
General	320	7	15	312
N.S. Teachers College	93	1	5	89
N.S. Institute of Technology	132	7	9	130
N.S. Land Survey Institute	19	2		21
N.S. Nautical Institute	33	2	4	31

TABLE VI
EMPLOYEE STATISTICS BY DEPARTMENT
For the Period from April 1, 1982 to March 31, 1983 Continued

Department	Total Employees, April 1, 1982		Appointments		Separations		Total Employees, March 31, 1983	
Adult Vocational Training Centre	187		12		16		183	
N.S. Museum	73		1		2		72	
Environment		127		23		29		121
Environment	116		2		28		90	
Emergency Measures Organization	11		21		1		31	
Finance		274		15		15		274
Head Office	121		5		8		118	
Provincial Tax Commission	153		10		7		156	
Fisheries		73		16		11		78
Government Services		275		25		21		279
Finance & Administration	41		5		7		39	
Systems & Computer Services	148		14		12		150	
Information Services	48		5				53	
Construction & Accommodation	32		1				33	

TABLE VI
EMPLOYEE STATISTICS BY DEPARTMENT
For the Period from April 1, 1982 to March 31, 1983 Continued

Department	Total Employees, April 1, 1982		Appointments		Separations		Total Employees, March 31, 1983	
Policy & Planning	6				2		4	
Health		3860		462		468		3854
General	551		33		60		524	
Victoria General Hospital	2441		325		312		2454	
Nova Scotia Hospital	700		98		85		713	
N.S.C.D.D.	168		6		11		163	
Labour & Manpower		121		6		11		116
Lands & Forests		495		8		26		477
Mines & Energy		112		43		40		115
Municipal Affairs		265		4		9		260
Public Service		417		32		27		422
Legislative Expenses	1						1	

TABLE VI
EMPLOYEE STATISTICS BY DEPARTMENT
For the Period from April 1, 1982 to March 31, 1983 Continued

Department	Total Employees, April 1, 1982	Appointments	Separations	Total Employees, March 31, 1983
Executive Council Office	13	2	1	14
Civil Service Commission	48	15	4	59
Salvage Yard Licensing Act	9			9
Gasoline Licensing Act	8			8
Management Board	15			15
Ministers' Salaries & Expenses	1	1	1	1
Office of the Premier	6			6
Government House Administration	4	1		5
N.S. Horse Racing Commission	1			1
Election	2			2
Protocol Office	3			3
Auditor General	30	5	5	30
Education Fund for Black Students	1			1
Purchasing Agency	21			21
Human Rights Commission	22		1	21
Ombudsman's Office	3			3
N.S. Lottery Commission	3			3
N.S. Police Commission	5			5

TABLE VI
EMPLOYEE STATISTICS BY DEPARTMENT
For the Period from April 1, 1982 to March 31, 1983 Continued

Department	Total Employees, April 1, 1982	Appointments	Separations	Total Employees, March 31, 1983
Motor Carrier Act	25			25
Expropriation Compensation Board	1			1
Intergovernmental Affairs	5			5
Legislative Council	5			5
Office of the Speaker	20	1	2	19
Advisory Council on the Status of Women	2	2	2	2
N.S. Housing Commission	163	5	11	157
Social Services	819	23	37	805
Tourism	75	1	10	66
Transportation	946	16	46	916
TOTALS	9764	763	879	9648

TABLE VII
CIVIL SERVICE COMMISSION
INCREASE IN CIVIL SERVICE
FROM 1961-62 TO 1982-83

Fiscal Year	Appointments	Separations	Number of Civil Servants as of March 31	Increase or Decrease Over Previous Year	Percent Increase or Decrease
1961-62	1,246	1,102	4,373	—	—
1962-63	852	982	4,243	-130	- 2.9
1963-64	1,142	946	4,439	+ 196	4.6
1964-65	1,237	1,007	4,669	+ 230	5.2
1965-66	1,647	1,218	5,098	+ 429	9.2
1966-67	1,684	1,038	5,744	+ 646	12.7
1967-68	1,978	1,326	6,396	+ 652	11.4
1968-69	1,811	1,359	6,848	+ 452	7.1
1969-70	1,889	1,422	7,315	+ 467	6.8
1970-71	1,620	1,351	7,584	+ 269	3.7
1971-72	1,406	1,277	7,713	+ 129	1.7
1972-73	1,609	1,395	7,927	+ 214	2.8
1973-74	2,060	1,589	8,400	+ 473	6.0
1974-75	2,243	1,833	8,808	+ 408	4.9
1975-76	2,756	2,447	9,106	+ 298	3.4
1976-77	1,799	1,818	9,087	- 19	- .2
1977-78	1,888	1,840	9,135	+ 58	.6
1978-79	1,872	1,586	9,421	+ 286	3.1
1979-80	1,589	1,506	9,504	+ 83	.9
1980-81	1,492	1,470	9,526	+ 26	.3
1981-82	1,729	1,492	9,763	+ 237	2.4
1982-83	763	879	9,648	-115	- 1.2

TABLE VIII
CIVIL SERVICE COMMISSION
SUMMARY OF PAY PERIOD REVIEWS
FOR NON-BARGAINING CLASSES

Employee Group	Effective Date	No. of Employees	Increase	Approximate Cost
Administrative Support (AS)	26/12/82	307	$1,330/annum across the board	$ 334,451
Management Compensation Plan (MCP)	04/04/82	1,250	Varies from 11% to 7.5% for an average of 8.9%	$3,505,208
Medical Services (MS)	04/04/82	31	Varies from 6% to 3% for an average of 3.5%	$ 63,856
Pathologists (PA)	04/04/82	16	Varies from 4% to 3% for an average of 3%	$ 35,828
Laboratory Scientists (LS)	04/04/82	7	Varies from 6% to 3% for an average of 4.3%	$ 13,260
Dental Services (DPP)	04/04/82	8	Varies from 6% to 4% for an average of 5.1%	$ 17,808

TABLE IX
POSITIONS REVIEWED BY PAY PLAN
1982-83

Pay Plans	Established	Higher	Lower	Delete	Title Change	No Change
CL	13	21	—	4	2	20
AS	4	4	—	—	—	3
DPP	—	—	—	—	—	—
EDA	—	—	—	—	—	—
EDB	—	—	—	—	—	—
HSA	—	—	—	—	—	—
HSB	—	—	—	—	—	—
HSN	3	—	—	—	—	1
LS	—	—	—	—	—	—
MOS	—	—	—	1	—	—
MMP	—	—	—	—	—	—
MS	—	—	—	—	—	—
PA	—	—	—	—	—	—
PR	8	3	—	—	—	2
SA	—	—	—	—	—	—
SE	—	—	—	—	—	—
SNA	—	—	—	—	—	—
TE	12	3	—	—	1	5
UNS	—	—	—	—	—	—
MCP	26	7	4	—	4	2
TOTAL	66	38	4	5	7	33